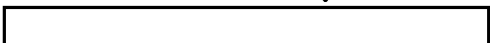


DCI/IC 74-0102
11 January 1974

MEMORANDUM FOR:



1. The next several months will require a great deal of concentrated attention on refinement of the KIQs process. This will involve a clear definition of the roles of the NIOs, the four ICS groups, and the program managers in this process. The taxonomy now being constructed by the ad hoc group under  direction is addressing this central function. There are related efforts, however, which are also important to the overall IC contribution to the DCI management process and which, by their individual contributions, make for an integrated approach to the DCI's commitments. These include but are not limited to:

- a. making arrangements for an effective quarterly reporting to the IRAC in order to produce visibility to expenditure plans and the continuing updating of Presidential and management objectives;
- b. reissuing the DCI perspectives;
- c. preparing jointly with DOD a fiscal guidance;
- d. preparing an agenda for a Planning Conference with program managers in the Spring;
- e. developing a specific IRAC agenda against time commitments made by the DCI to OMB and/or as contained in his management objectives;
- f. meshing of issue studies underway in IC, ASD(I), R&D Council, etc., to meet the DCI's Presidential objectives and his announced intentions to the PFIAB;
- g. preparing the DCI's presentation to the Congress on the FY 1975 budget;
- h. a possible IC contribution to the upcoming DCI presentation to the Congress on the state of the world;

i. developing improved crises reporting and specific actions growing out of the post-mortem;

j. the family of products follow-on;

k. energizing of the R&D Council both on resource issues and on futuristic considerations that include the assessment of how well R&D consumers are being served by intelligence and the prospective development of technical intelligence questions;

l. energizing of selective external research designed to foster both new analytical methodologies and treat with gaps in our current methodologies; and

m. evolutionary prospects of a restructured USIB committee arrangement.

2. The list is long, the work complex, the nitty gritty voluminous, and communications extensive. Each piece is integral to the overall IC support and contribution to the DCI programs and to those things to which the DCI is already committed. Internally there are many tasks to perform, including the development of a forceful and responsive CPAG with a program integrated closely with the NIO activity and with the resource decision requirements which are a scheduled part of the work of MPRRG. The program of work for the PRG already cuts across many of these issues and [REDACTED] his people will be involved in expanding their substantive role with NIOs. Continued attention and development must be given for producing for the DCI a rationale and visibility of the national/tactical interface question. The process of program review for FY 1975 and data base analysis in the traditional budget cycle must be redefined by MPRRG and formats updated.

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3. The success of our integrated efforts in the IC Staff will depend in good part on how well we schedule our efforts, establish datelines, and assure assignment to principal action officers. This flows from and is consistent with our discussions [REDACTED]

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4. I see as a first step the development of a clear schedule or blending of these activities and, in the vernacular of General Graham, the preparation of "the IC game plan." This "game plan" is program

development and involves all of us. Therefore, I intend to concentrate the great part of my personal attention in the next months to this process, and to involve the Coordination Staff in all aspects. It is to this point that Danny Graham addressed his remarks of 9 January.

5. Some of the preliminary work as regards these matters is in hand in all of the groups. The question now is one of integrating those plans into a master game plan, and "plot" our course. Admiral Harvey will be asked, with your help, to perform this task for the office. I am also asking [] to take steps to establish a Central Management Control Information Center and, working with the Executive Officer and the Registry, to maintain that Center so as to give visibility to both the work of the IC groups and the Community resource and management questions. All groups will be involved as this progresses. To assist him in this matter, I have [] detailed from DD/S&T and [] will also contribute directly. Arrangements have been made so that [] [] will be free to call upon the Planning Staff and [] in MPRRG, as necessary, in the preparation of the work schedules, particularly as these directly reflect the work of MPRRG in the resource cycle

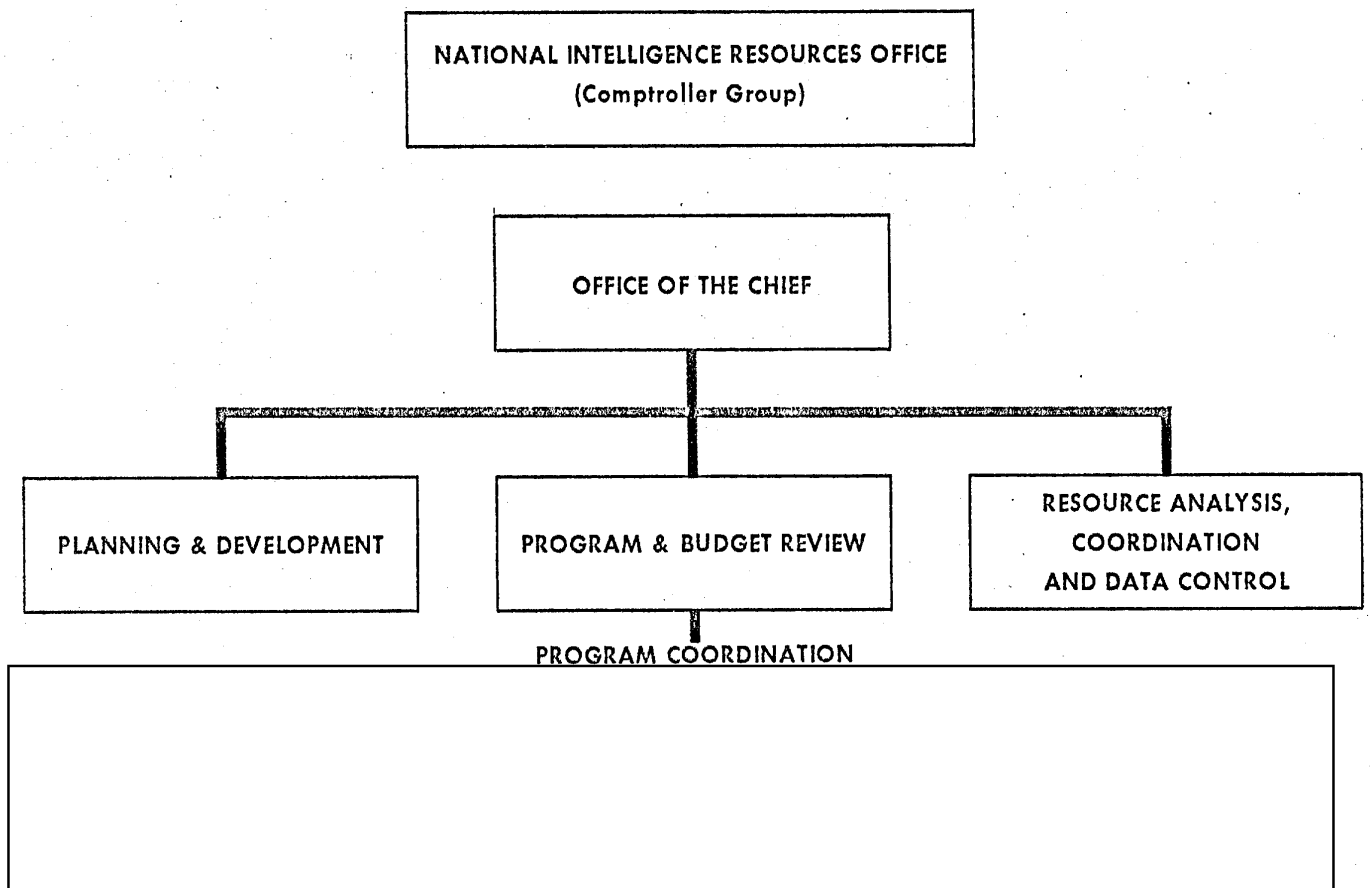
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Approved For Release 2005/06/09 : CIA-RDP82M00531R000400170008-9

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